

Michigan Transportation Asset Management Council

2019 TAMC Awards

2019 TAMC Organizational Achievement Award Recipients

Barry County Road Commission
Berrien County Road Department
City of Farmington Hills
Ross Township, Kalamazoo County
Wakeshma Township, Kalamazoo County

Introduction

A primary objective of Michigan's Transportation Asset Management Council (TAMC) is to assist Public Act 51 agencies implement an asset management program for roads and bridges under their jurisdiction. To this end, the TAMC has facilitated statewide collection of system condition data, supported the development of tools and procedures, and sponsored training and educational sessions in the practice of asset management.

In 2009, as an effort to further encourage Public Act 51 agencies, the TAMC established the Organizational Achievement Award to acknowledge those agencies that have incorporated the principles of asset management and adopted an asset management plan to help guide their investment decisions. In addition, the TAMC awards program provides agencies around the state with excellent case examples to establish their own programs.

Principles of Asset Management

The TAMC will award agencies and individuals that have demonstrated outstanding achievement in implementing the following core principles of asset management:

- Performance Based – Policy objectives are translated into system performance measures and targets that are used for both day-to-day and strategic decision making.
- Decisions Based on Quality Information – Resource allocation decisions are based on accurate information regarding inventory, condition, and funding availability. Where appropriate, analytical tools provide access to needed information and assist in the decision-making process.
- Policy Driven – Resource allocation decisions are based on a well-defined set of policy goals and objectives. The objectives reflect desired system condition, levels of service, and safety levels. They may also be tied to economic, community, and environmental goals.
- Analysis of Mix of Fixes, Options and Tradeoffs – An assessment is made of the Mix of Fixes available to best preserve the system. Decisions on how to allocate funds across types of investments are based on an analysis of how different allocations will

impact future performance. Alternative methods for achieving a desired set of objectives are examined and evaluated.

- Monitoring to Provide Clear Accountability and Feedback – Performance results are monitored and reported. Feedback on actual performance influences agency goals and resource allocation decisions.

TAMC Organizational Achievement

Consistent with the core principles of asset management, the following eligibility criteria will be used in determining award recipients. Together these criteria form the essential elements of an Asset Management Plan. Of particular interest to the Council is the extent to which agencies involve the public, their elected and/or appointed officials, and other community stakeholders in their program, especially in establishing a vision for their system(s) as well as the adoption of performance measures and investment strategies to achieve that vision. The Council will acknowledge agencies whose asset management plans include the following elements:

1. Condition Assessment
2. Mix of Fixes, Estimated Costs, and Funding Levels
3. Future Conditions, Performance Measures, and Targets
4. Trade-off Analysis and Candidate Projects
5. Priorities for the Multi-year Program
6. Reporting Results

For additional information on the Principles of Asset Management and applying those principles in developing an asset management plan, please refer to the following publications. Local Agency Guidelines for Developing an Asset Management Process and Plan and Asset Management Guide for Local Agency Bridges in Michigan, sponsored by the Michigan Transportation Asset Management Council and MDOT, May 2012 (available on the TAMC web site: <http://www.michigan.gov/tamc>)

Past Recipients

City of Manistee – 2009
City of Marquette – 2009
Alcona County Road Commission – 2009
Kent County Road Commission – 2009
Genesee County Metropolitan Planning – 2009
Michigan Department of Transportation – 2009
Road Commission of Kalamazoo County – 2010
Roscommon County Road Commission – 2010
Ottawa County Road Commission – 2011
Texas Township – 2012
City of Auburn Hills – 2014
Grand Region Bridge Council – 2014
Kalamazoo Charter Township – 2015
Road Commission of Kalamazoo County – 2015



St. Joseph County Road Commission – 2016
City of Ann Arbor – 2017
City of Royal Oak – 2017
International Bridge Authority – 2017
City of Grand Rapids – 2018
21st Century Regional Asset Management
Infrastructure Pilot Participants:
Office of Governor Rick Snyder, Grand Valley
Metropolitan Council, Southeast Michigan Council of
Governments, West Michigan Shoreline Regional
Development Commission – 2018



2019 Recipients

The organizations that are recipients for this year’s awards each have a unique story to tell about their respective experiences in managing the road and bridge infrastructure that they maintain. Pursuant to TAMC’s objective of acknowledging those agencies that have incorporated the principles of asset management, TAMC is honoring the following agencies with the Organizational Award as they have each overcome a series of obstacles in their pursuits of improving their respective networks.

Barry County Road Commission

Nomination submitted by Jake Welch

The “Best First,” mentality permeates the decision-making process at the Barry County Road Commission (BCRC). Keeping the good roads good and allowing the bad roads to serve the end of their life before reconstruction has allowed the BCRC enough funds to keep almost everything in above average shape.

BCRC has formulated, evaluated, and consistently continues the process of analyzing their decision-making process within their asset management plan. For the last 17 years BCRC has conducted annual evaluations on every segment of paved road within the county. Data collection is the initial step in formulating the asset management plan. Without knowing the current condition of the system how can it be possible to make decisions, much less optimal ones, to positively impact the entire system in perpetuity?

Based on the historical evaluations and countless efforts to continue evaluating and researching the newest and, more importantly, best maintenance and construction practices the BCRC has firmly come to the conclusion that the only way to fulfil a goal of a Fair to Good road system in perpetuity is to employ a “Best-First,” strategy with maintaining all BCRC owned assets.

The BCRC’s paved road mix of fixes is a constantly evolving list of road repair options developed over the last 30+ years of evaluating repair and construction options and keeping them in the mix or excluding them from future use. Persistently the BCRC monitors other counties activities and the positive or negative experiences they have with any given option. Trial use within Barry County happens frequently. Slurry seals, natural aggregate seals, fiber mat, and micro surfacing

have all been completed recently with varying results. The BCRC consistently strives to stay at the head of the pack with evaluating fixes.

Around 30 years ago, the BCRC began chip sealing over wedge paving to stop or slow delamination. This, over time and evaluation, led the BCRC to begin chip sealing all newly placed Hot Mix Asphalt (HMA). Whether it be wedge paving, overlays, or complete reconstruction the BCRC chip seals HMA the same year it is placed. The findings by the BCRC have recently been backed up by former Minnesota Department of Transportation employee Tom Wood, whom completed a 15-year study that shows the same life extension for pavements protected from oxidation by a chip seal in a quantitative fashion that the BCRC has continued to notice in a qualitative way. The BCRC firmly believes this to be the principal reason for their quality road conditions countywide.

The intent of the BCRC is to keep all roads in Fair or Good shape until a point is reached that reconstruction or heavy rehabilitation is the best repair based on life cycle cost. At some point all roads come to the end of their service life and need reconstruction/rehabilitation. This will become evident at which time the options in the BCRC's mix of fixes won't last long enough to be the best value. At that point roads will be "let go," until a point at which they are in need of reconstruction/rehabilitation. Realizing these final years determines the total life cycle cost of the previous investments.

The BCRC has demonstrated for many years that consistent, inclusive, and informed planning and decision making can lead to great success. It isn't too much work to bring others along with you. The stakeholders within Barry County have been led by the BCRC through a program that has allowed the citizens of Barry County to enjoy the best road system in the State of Michigan.

Berrien County Road Department

Nomination submitted by Adri Boone

The Berrien County Road Department is about connecting good roads with other good roads to create a quality roadway system. Asset management once fully implemented will be the most helpful tool the engineers can use in making decisions. Safety and quality of roadways will increase overtime, which will make residents very pleased with the end results. Making data driven decisions is the best way to take emotions out of road repair decisions and be more transparent.

The CRA of Michigan states that "...most local and county roads are in Fair to Poor condition." This is a fact that Berrien County wants to change. Berrien County has the primary goal and objective to maintain safe roadways for the traveling public at all times. The goal to get roadway conditions increased to Good is one way to ensure the safety of roadways and bridges. It is our belief that the best way to reach this goal is through the utilization of asset management.

Asset management has always been acknowledged by roadway agencies, but the implementation and use of it has been at varying levels. The Berrien County Bridge Asset Management Report contains the asset management plan for all Berrien County Road Department maintained bridge structures. The report was created and submitted formally on December 8, 2018 by The Kercher Group, Inc. The Kercher Bridge Forecaster tool was provided with this report to help manage bridge specific preventative maintenance, rehabilitation, and replacement projects in a five or ten-year program, and has the ability to view individual bridge condition rating trends on the National Bridge Inventory.

The report shows the overall condition rating for the 103 BCRD bridges; 51% (or 52 bridges) are Good, 33% (or 34 bridges) are Fair; and 16% (or 16 bridges) are Poor. Compared to statewide averages from other local agency conditions report 86% of county-maintained bridge structures in Michigan are Good or Fair and 14% Poor. Similar to roads, bridges in Poor condition typically require major rehabilitation or total replacement to improve condition rating. Those structures in Fair condition typically are treated with preventative maintenance options, and those in Good condition would receive maintenance activities.

BCRD's bridge goals are:

1. Reduce the number of Serious and Poor bridges (NBI General Condition Rating 3 and 4)
2. Mitigate scour Critical bridges
3. Preserve Good and Fair bridges to keep them from becoming Poor

The objectives for implementing this preservation plan is to achieve and maintain that 90% of BCRD bridges be rated as Good or Fair within five years. Also, to strengthen, repair, or replace all BCRD bridges and NBI length culverts rated in Serious (NBI GCR 3) within 7 years. Strengthen, mitigate, armor, or replace all scour critical bridges having extensive scour (items 113 = 2) to stabilize the foundations. Additionally to mitigate or replace scour Critical bridges (NBI Item 113 = 3) when the structure is scheduled for rehabilitation or replacement due to major component condition ratings or other operational of function needs.

In late 2018 the BCRD arranged meetings with all 22 townships located in the county. During the meetings BCRD management team highlighted and showcased the value of asset management and what it means to townships. On February 14th 2019, Resolution A1902156 was presented and was adopted by the Board of Commissioners of Berrien County. The resolution mentioned the production of an updated Asset Management Plan yearly, utilizing this guide to make construction decisions in order to reach the goal of getting 75% of the primary road system in Berrien County in Fair or Good condition by 2029.

For this ongoing project it was important to get all BCRD staff on board with embracing asset management. BCRD engineers, management, maintenance staff, and local officials are informed of the importance of asset management. BCRD hosted training classes this past January to help support this effort and educate local officials. The training class was put on by Michigan Technological University's Center for Technology and Training.

The Berrien County Road Department (BCRD) is proud to have a Bridge Asset Management plan that has a proprietary degradation model incorporated into the plan. We are also pleased to embrace asset management when making roadway decisions. Asset management is the key to ensuring the best solution used to maintain roadways in good/fair condition instead of poor condition. In 2018 we began educating our local officials about the positives of asset management and we look to continue this trend with our 2019 road plans and beyond.

City of Farmington Hills

Nomination submitted by Mark Saksewski

The City's asset management process, funding requirements and mechanisms were developed based on the needs of the road network (data-driven) and put into action by partnering with City Council, City Staff and the residents of Farmington Hills.

The City of Farmington Hills has a long history leading to the development and implementation of their current asset management program and road funding mechanisms. Policies and programs have been developed and continue to evolve.

In 2014, the City developed a Pavement Condition Report & Road Funding Analysis to identify the levels of funding that were necessary to maintain and improve the road network. This plan was revisited in 2017 and will continue to be updated as new road data becomes available and costs for treatments change. These condition reports and necessary funding levels drew attention to the serious need for additional road funding to improve the deteriorating road infrastructure.

The analysis of the local road network identified a more serious need. The current average condition of the local road network is rated at 4.4 on the PASER scale. Of particular concern is that full reconstruction is the only viable alternative for over half of the local road network due to its poor condition. The analysis predicted that an investment level of \$10 million per year over ten years would increase the average PASER rating from 4.4 to 6.8; roads in poor condition dropping from 55% to 24% of the local road network.

This information was presented to City Council and it was clear that having a significant amount of roads in poor condition was adversely impacting property values and the overall attractiveness of the City for residents as well as commercial properties. With this information in hand, the Public Services Department requested a millage of 2.0 Mills for 10 years for public roads. It was supported by City Council and ultimately the residents. The campaign for the millage was very informative and made a solid demonstration of the funding needed. It is important to note that this millage was primarily to generate funds for major roads, preventative maintenance on the entire network and to contribute up to 20% of the cost share for local road special assessments. Of particular importance is the fact that this did not eliminate the City Charter mandated Special Assessment process for funding local street improvements, which requires residents to contribute 80% of the project cost through special assessment.

Over the next few years, City Administration and City Council also realized that the traditional special assessment process for local roads was not effective. By way of background, the special assessment process required residents to request their road be considered for reconstruction or rehabilitation, including a petitioning effort, and an assessment to properties to cover 80% of the project's cost. This process was very unpopular with residents, as shown by the difficulty in getting a simple majority of support to move forward with a project.

As a result, City Council explored the possibility of initiating or directing road assessments in areas where the pavement condition had fallen below a certain PASER rating. After discussing the proposal with the City Attorney, it was determined that City Council could initiate these assessments for road improvements and asked the Department of Public Services to draft a policy. A Directed Special Assessment policy was drafted and adopted by City Council in 2014. The Public Services Department also developed a five-year capital plan for replacing local streets. 2015 was the first (and only) year that the City Council implemented the Directed Special Assessment policy for three neighborhoods in the City. As one can imagine, the City forcing special assessment in neighborhoods for road reconstruction was not very popular. Later that year, City Council asked the City administration to provide options for funding local street reconstruction. Over the next 18 months, City staff identified several options for City Council's consideration:

1. Do nothing (i.e. continue with a traditional special assessment policy where residents petition the City for a project and are responsible for a significant share of the cost)
2. Continue with Directed Special Assessments
3. Initiate a road millage to replace the special assessment process

Between August and November of 2018, City staff hosted multiple public information meetings with residents. Staff also presented information at a plethora of other venues including homeowner association meetings, various neighborhood groups, citizen groups, clubs, committees, etc. The City also engaged in an aggressive social media campaign, which included video segments, a webpage, and a mailing to voters. A Local Road millage information page was created for the City's website and included a millage calculator, frequently asked questions, and PowerPoint videos. In addition, there was a privately funded citizens group that supported the millage. This group created and placed yard signs and went door-to-door throughout the City to communicate with voters.

Many residents were very skeptical of the City's need for an additional road millage for local streets. A critical factor of the public information effort was data provided by our pavement asset management plan. This enabled residents to clearly see what the condition of their street was, when it was scheduled for reconstruction (if the millage passed), and the value of a road millage versus a road special assessment. It was also clearly communicated to residents that the City wasn't guessing as it related to the amount of funding needed to make local road improvements throughout the City because there was solid data supporting the estimates.

On November 6, 2018, 58% of Farmington Hills voters decided in favor of the permanent

Charter Amendment and the associated 2.75 mill increase on their taxes. This new millage will provide approximately \$10 million annually dedicated specifically for local road reconstruction, which is very close to the funding level recommended by the City's pavement management study.

Ross Township, Kalamazoo County

Nomination submitted by Mark Worden

The overall projects within the township included a mix of fixes from preventive maintenance, pavement design engineering, drainage and utility coordination for 45.21 miles of local roads. A three-year plan was developed to support a township wide special assessment which was then funded by a township municipal bond for infrastructure improvements totaling \$5,650,732.00 million. The projects planned are to be completed by 2020.

Ross Township in Kalamazoo County worked collaboratively with the RCKC in 2017 to consider an approach to bring all hard surface local roads in Ross Township into Good condition within a three-year period. Ross Township was well aware of the increased improvements necessary on local roadways based on the project history and PASER data. A considerable amount of time was spent with Ross Township officials reviewing project history, treatment options/longevity and life cycle costs. The key from the RCKC approach was education vs. advocacy. The township formed a road committee to work with the RCKC and was a champion in the approach. The township requested RCKC look at all local roads in need of improvement and provide a cost estimate. RCKC team estimated all the local roads within the township needing improvement, including drainage and curb repairs (45.21 miles). The RCKC team built a three-year plan with a mix of fixes to best utilize funds that the township would seek through a township wide special assessment and municipal bond. The total RCKC estimate needed for the infrastructure improvements was \$5,650,732.00.

Prior to this request, RCKC annually presented five-year capital improvement plans (CIP) for local roads in Ross Township. These plans did not include all local roads in the township and focused on what could potentially be afforded using a mix of fixes. Some of the roads had been recently improved and therefore considered for preventive maintenance in the future. The RCKC team worked closely with Ross Township officials and their road committee, meeting several times to address potential issues with completing this level of work within such a short time frame. RCKC also met internally to review issues, concerns, processes and our overall capacity.

The level of investment and initiative by Ross Township would reduce routine maintenance costs and improve the overall rating of local roads significantly. The township would also need to consider maintenance of these roadways long term, preserving the investment. The RCKC team utilized the Roadsoft software, average costs of road improvements, deterioration curves, field work and inspections to help determine the appropriate treatment types and the construction schedule for each of the roads. It was vital that we had the PASER condition of all our roads in the county to assist in the overall planning process.

The goal for RCKC was to develop a realistic three-year local road asset management plan and project estimates which could easily be explained to the public, along with maps to visually show the improvements. RCKC had to develop a close partnership with the township to ensure successful delivery of projects and to build public trust in the effort. RCKC also had to ensure its internal ability to meet these expectations.

The RCKC team, amongst all departments, assisted in developing a plan to respond to the township's request and provide deliverables. The RCKC team began with identifying areas of concern and areas for opportunity. One of the key areas was the field work necessary to estimate all the local projects for improvement. Due to the volume of this request, staff from the engineering department assisted in gathering the data and dimensions of the local roads within Ross Township to create individual project estimates. The RCKC team then re-grouped to review the data and begin the process of building an updated three-year local road CIP and planning maps. Projects were color coded by year and treatment type making it easier for residents to understand the plan. Internal meetings were held with all RCKC departments to review capacity. Contractors were also contacted to review their capacity. The RCKC finance department reviewed options to address cash flow and timely invoicing.

A presentation was prepared by the RCKC to begin a series of town hall meetings in the township to share background on funding infrastructure in Michigan, the RCKC and Ross Township. These meetings are critical to the success and support of the investment needed in Ross Township. The township and the RCKC worked hand in hand delivering these presentations. The team knew it needed to be open to critical comments, questions, costs and deliverables. A detailed comprehensive plan was created and shared at the public meetings to support the proposed improvements. Even with the plan, the key was delivering timely, quality work. The town hall meetings were intended to educate the residents on what the condition of the local roads were currently and what the plan was to bring them back to Good condition. These town hall meetings were very well attended and provided lots of constructive feedback on the proposed plan. The residents participating in the town hall meetings expressed how pleased they were with RCKC's and the township's information and deliverables. After making a few plan adjustments with feedback received from the residents, the Township Board decided by resolution to approve a \$6.2 Million township wide special assessment. The increase from the \$5.6 million project estimates to \$6.2 million was for necessary to cover bonding fees, administration costs and cost of living increases.

A key consideration RCKC expressed to the township was the ability to maintain these roads after improvements and investment. The RCKC team shared the importance of long-term planning and preventive maintenance to keep these roads in good condition.

The goal was to provide a strategic asset management improvement plan which could be supported by data and facts. The RCKC team responded and produced project estimates and an extensive three-year Capital Improvement Plan (CIP), while minimizing the impact of other RCKC daily operations and service areas.

RCKC met the established goal of creating a three-year, \$5,650,732.00 million Ross Township CIP to support Ross Township's infrastructure bonding proposal for local roads. This investment will significantly improve the overall PASER rating on all local roads in Ross Township and within Kalamazoo County. The RCKC will see long term routine maintenance savings on the 45.21 miles of local roads improved as part of this plan.

Project construction began in May 2018. The 2018 projects outlined in the three-year plan were completed by November 15, 2018 totaling:

- 24 miles of local road improvements
- 26,803 tons of Hot Mix Asphalt (HMA)
- 161,568 Square Yards of Cold Milling
- 6 Culvert replacements
- 29,795 Square Yards of Pulverization
- Replaced 134 road signs

The 2018 local road project costs totaled \$2,042,305.00, which was funded by RCKC Participation funds (PAR) along with Ross Township special assessment and general funds. The township and RCKC received positive feedback from the residents. The 2017 average local road PASER rating in Ross Township was 4.31. At the end of 2018 the average PASER rating was 6.02. Ross Township showed the largest PASER improvement out of 15 townships in 2018. The RCKC will be continuing projects in 2019 with the road improvement plan fully complete by the end of the 2020 construction season.

Wakeshma Township, Kalamazoo County Nomination submitted by Travis Bartholomew
The township put forth a road millage to voters on November 6, 2018. On November 6, 2018 the residents of Wakeshma Township approved the road millage 354 to 191. Together we look forward to delivering the plan the Wakeshma Township residents entrusted in us.

The RCKC worked with the Wakeshma Township Officials and their Road Committee which was made up of township residents passionate about improving road conditions. RCKC and the Road Committee met during evening hours on several occasions to discuss different Capital Improvement Plans with varying construction timelines and different funding options. The role of each Road Committee member was to educate and as needed advocate on why this millage is needed. The role of the RCKC was to "educate and not advocate" based on data and asset management. Local Road Participation (PAR) Funds are allocated to 15 townships by the RCKC in Kalamazoo County and must be matched dollar for dollar. Wakeshma Township has contributed less than \$30,000 on average per year of the last 5 years toward local road improvements.

The RCKC prepared a 10-year plan, built on the principles of asset management. Residents knew what local road treatments would be done and when they would be constructed.

The Road Committee members were made up of 4 key members of the community. One which lived on a gravel road, one on a primary road, one where the road would return to gravel in the plan. The Road Committee efforts were outstanding. It included them reaching out through social media, letters to all the residents, signs posted throughout the township, postcards/flyers to invite residents to informational meetings and articles in the local newspapers. The Road Committee invested time into education, planning and funding options by working with the RCKC over the last year and half through many meetings in preparation. The Road Committee presented their option to the Wakeshma Township Board on August 6, 2018 and received unanimous support to move forward.

Resident informational meetings were held on August 6th, September 4th and October 4th to discuss and hear questions and concerns from residents. At the informational meetings, the Road Committee members presented the argument, "we cannot even afford to turn our local roads back to gravel based on the township's budget". Road Committee members also attended Wakeshma Township Board meetings to share information and answer questions. Together a 10-year plan to reconstruct, rehabilitate and preserve the local roads was completed which would be funded by placing a road millage question on the November 6, 2018 ballot.

The millage consists of an increase of up to 3.0 mills (\$3.00 per \$1,000 of taxable value) in the tax limitation imposed under Article IX, Sec. 6 of the Michigan Constitution and levy it for 10 years, 2018 through 2028, inclusive for local road repairs, upgrades, construction, improvement and maintenance purposes, which 3.0 mill increase will raise an estimated \$202,900 in the first year the millage is levied.

10 Year Road Plan Includes:

- 23 Miles of Gravel Roads being Reconditioned (Add 4 inches of Gravel)
- 4.1 Miles of hard surfaced road being returned to gravel (Add 4 inches of gravel then pulverize, grade and compact)
- 5 miles of hard surfaced roads being reconstructed (Add 4 inches of gravel then pulverize and repave with two lifts of HMA)
- 9.3 Miles of Preventative Maintenance (Chip Seal)
- 0.2 Miles of Rehabilitation (Repave with one lift of HMA)
- 1 Bridge replacement
- TOTAL 41.6 Miles of Road Projects

The efforts of Wakeshma Township and the RCKC began over a year and a half prior to the ballot question. There were many meetings, many options to review and consider. The Road Committee was instrumental, as were the informational meetings and communication efforts.

Jason Gatlin, Wakeshma Township Supervisor stated, " The Road Committee did an amazing job taking the time to work with RCKC to assess our local road assets, using traffic counts and PASER ratings they developed a prioritized project list with associated costs. The Road

Committee held numerous joint meetings with RCKC and Wakeshma residents to inform and educate on our current road situation and explain why they felt it was a good time to invest in our local road assets. Looking at the road millage results; Wakeshma residents agree it is time to invest in our local road network".

TAMC Carmine Palombo Individual Achievement

In 2015, the TAMC renamed the Individual Achievement Award in honor of Carmine Palombo for his years of service and dedication to the TAMC and to SEMCOG. The TAMC will award individuals that have demonstrated outstanding support in implementing one or more of the following categories:

- **Demonstrated Knowledge of Transportation Asset Management** – The individual has gone beyond the training required to fulfill the various roles necessary to move asset management forward in Michigan. The individual has participated in training offered by the TAMC, MTU’s Local Transportation Assistance Program (LTAP), and other state and national opportunities for training. The individual has also attended one or more of the annual conferences sponsored by the TAMC. Additionally, the individual has a wide range of knowledge related to transportation asset management. This experience can be related to road maintenance, Michigan’s asset management program, education, administration, program/ policy/plan formation, or other areas that require expertise and experience to move Michigan’s transportation asset management program forward.
- **Advocacy and Support** – The individual has advocated for transportation asset management on a statewide level and/or at the community level. The individual has worked to inform key stakeholders in the benefits of implementing asset management programs as a way to improve Michigan’s roads and make the best use of resources. Additional support can include any using other means such as developing plans or implementing local or statewide initiatives focusing on improving Michigan’s roads.
- **Demonstrated Leadership and Vision** – The individual has taken the knowledge and applied it to his community/agency situation. He has used the information to craft a vision and demonstrated leadership by effectively communicating that vision to other key leaders, ultimately leading to implementation of the vision.



Past Recipients

John Daly II, Genesee County Road Commission – 2009

Brian Gutowski, Emmet County Road Commission - 2009

Anamika Laad, East Michigan Council of Governments – 2010
Lance Malburg, Oceana County Road Commission – 2010
Edward Hug, Southeast Michigan Council of Governments – 2011
Kelly Bekken, Missaukee County Road Commission – 2012
Nathan Fazer, Eastern Upper Peninsula Regional Planning & Development Commission – 2012
Rick Olson, Michigan Legislature – 2012
Jim Snell, Grand Valley Metropolitan Council – 2012
Keith Cooper, Michigan Department of Transportation – 2013
Toby Kuznicki, City of Rogers City – 2013
Nico Tucker, Northeast Michigan Council of Governments – 2013
Carmine Palombo, Southeast Michigan Council of Governments – 2014
Robert Clegg, City of Port Huron – 2014
Carmine Palombo, Southeast Michigan Council of Governments – 2015 (TAMC Individual Award Renamed in his honor)
Tim Colling, Center for Technology and Training, Michigan Technological University – 2016
Timothy O'Rourke, Roscommon County Road Commission – 2017
Victoria Sage, Center for Technology and Training, Michigan Technological University – 2018

Calling for Nominations

TAMC is seeking agencies and individuals worthy of recognition for their efforts and leadership in the areas of asset management and best practices for managing pavements, bridges and other transportation infrastructure. Detailed instructions and information for nomination submittals and questions can be directed to the TAMC Coordinator by calling (517) 335-4580 or by email at belknapr@michigan.gov.

